



BAY COUNTY,
FLORIDA



BAY COUNTY, FLORIDA



2021-2025 STRATEGIC PLAN

COUNTY COMMISSIONERS



TOMMY HAMM
DISTRICT 1



ROBERT CARROLL
DISTRICT 2



WILLIAM T. DOZIER
DISTRICT 3



DOUG MOORE
DISTRICT 4



**PHILIP "GRIFF"
GRIFFITHS**
DISTRICT 5

A MESSAGE FROM THE COMMISSION

Renowned for its beautiful beaches, but cherished for its warm and welcoming citizens and vibrant sense of community, Bay County is truly a paradise. As our community continues to grow, it is this board's responsibility to ensure to the best of our ability that we also thrive. The Bay County Board of County Commissioners is proud of the job our staff does every day to make our home a wonderful place to live and visit. We strive to ensure that our team is focused on being as customer- and results-oriented as possible while also being good stewards of taxpayers' dollars. Every member of this organization is committed to excellence and efficiency in government, and we are working every day to make sure that we are transparent and accountable to the citizens we serve. Our doors are always open to the public and we welcome input and feedback about how we can do and be better for the people of Bay County.

COMMISSIONER CONTACTS

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ABOUT THE COMMISSION

The Bay County Board of County Commissioners is a five-member governing board of residents elected at-large to represent the citizens of Bay County. The board sets the policies and monitors the actions of the organization in ensuring the future of Bay County. The commission hires a county manager to implement policies established by the board, hire employees, and manage the day-to-day operations of the county. The commission annually adopts the millage rate and approves the budget, which sets the revenues and expenditures necessary to operate all county departments. The powers and duties of the county commission and county manager are established by Florida Statutes, Chapter 125.

The majority of offices of the Bay County Commission are located at the Bay County Government Center at 840 W. 11th St., Panama City. The campus also houses the offices of the Bay County Supervisor of Elections, the Tax Collector and the Property Appraiser.

THE 5 COUNTY DISTRICTS



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what is a strategic plan (who?, what?, and why?)

enduring goals

GOAL 1

Ensure a safe county.

GOAL 2

Deliver effectively the services that county residents need, want, and are willing to support.

GOAL 3

Maintain a family friendly community where citizens and visitors can find and afford the values, services, and lifestyles they seek.

GOAL 4

Maintain effective stewardship of Bay County's significant natural resources.

GOAL 5

Build and maintain a healthy business climate.

THE NUMBER OF THE GOAL WILL BE THE FIRST NUMBER OF THE ACTION IN EACH DEPARTMENT. EX. CM ACTION 5.1 IS AN ACTION RELATING TO GOAL 5.



In February 2016, the Bay County Board of County Commissioners unanimously adopted five enduring goals aimed at moving the organization forward deliberately and effectively. At the foundation of any successful strategic planning effort are sustainable, long-term goals relevant to the organization and the community.

Our goals are broad in nature but serve as the blueprint to ensure Bay County government performs at the highest level possible. Over time, as our organization and our community progresses, Bay County government's operations will be influenced by evolving community demographics, state and federal mandates, economic conditions, technology advancements, environmental concerns, and potentially many other dynamics. High-performing organizations are able to anticipate and adapt to change, and the strategic plan provides a critical tool for success.

The Bay County Strategic Plan is a roadmap for achieving our adopted enduring goals while simultaneously offering transparent accountability to the public through reported, meaningful metrics. The strategic plan also serves as a guide for the county manager and staff in the preparation of the annual budget and all processes for delivering high-level service to our citizens. Finally, the strategic plan is a framework for critically evaluating and measuring Bay County's performance over time by both policymakers and the public.

UNDERSTANDING THE SECTIONS

DEPARTMENT ACTIONS & TASKS

This booklet provides, by department and/or division, a list of broad actions followed by specific tasks that the county will undertake in order to accomplish the action. The goal that the action and task relate to is the first number in the series.

ANTICIPATED DATE OF TASK COMPLETION

The individual tasks are stamped with an anticipated date of completion by quarter and year, or, if it is an ongoing effort, will span the entirety of the five-year strategic plan.

ACTIONS & TASKS

CM ACTION 5.1: Maintain relationships with local and state officials and agencies aimed at pursuing economic development opportunities.

- **CM TASK 5.1.1:** Coordinate a locally funded Economic Development Trust Fund intended to bolster economic development efforts. (FY21-25)

DEPARTMENT ACTIONS

DEPARTMENT TASKS

ANTICIPATED DATE OF TASK COMPLETION

CONTACT US:

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A MESSAGE FROM THE COUNTY MANAGER

In the spirit of transparency and accountability, I am pleased to submit the Bay County Strategic Plan for 2021-25. This plan serves as the roadmap for upcoming initiatives and will help determine how future budgets are allocated to accomplish these tasks.

The goal of strategic planning is to formalize and enumerate the specific steps that will move Bay County government toward its adopted enduring goals of ensuring safety, providing effective services, maintaining our values, preserving our environment, and building a healthy business climate.

While the goals remain static, this strategic plan is intended to be an evolving document – a perpetual work in progress in need of periodic review and refinement to ensure that benchmarks are being met or exceeded. Regular reporting of meaningful metrics helps us track progress of our defined goals. These metrics are developed at the department level and reviewed and approved by senior management.

Progress will be tracked through regular reporting and will be incorporated into department, organization, and community publications. To the citizens of Bay County, strategic planning is a means of confirming that services provided by all county departments are performed to the highest standard. To the Board of County Commissioners and county management, strategic planning means a culture of continuous improvement that increases efficiency in customer service. And, to the employees of the county, strategic planning recognizes good performance and presents an opportunity to enhance productivity and professionalism. Most important, strategic planning is a way to instill pride in our employees, elected officials, and our community.

We appreciate the continued opportunity to serve.

– ROBERT “BOB” MAJKA, JR.

ACTIONS & TASKS

CM Action 2.1: Deliver effectively the services that Bay County citizens want, need, and are willing to support.

- **CM Task 2.1.1:** Submit a draft budget providing a tentative millage rate annually by July 15. (FY21-25)
- **CM Task 2.1.2:** Monitor performance of county departments in relation to key performance indicators and defined strategic plan tasks. (FY21-25)
- **CM Task 2.1.3:** Publish annual budget summary. (FY21-25)
- **CM Task 2.1.4:** Publish annual report. (FY21-25)

CM Action 5.1: Maintain relationships with local and state officials and agencies aimed at pursuing economic development opportunities.

- **CM Task 5.1.1:** Coordinate a locally funded Economic Development Trust Fund intended to bolster economic development efforts. (FY21-25)
- **CM Task 5.1.2:** Serve as executive member of the Bay County Economic Development Alliance. (FY21-25)
- **CM Task 5.1.3:** Maintain effective relationships with local, state, and federal partners. (FY21-25)

CONTACT US:

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robert “bob” majka

department info

Bay County Manager Robert “Bob” Majka began in local government as a firefighter in 1988 and worked his way through the ranks to serve as assistant county manager from 2006 to 2012, when he left Bay County to become city manager of Cocoa Beach, FL. He returned home in 2015 as the county manager. Mr. Majka is responsible for the management of senior county staff and their departments, and he leads the organization with a commitment to transparency in government, excellent customer service, fiscal responsibility, and steadfast planning. The County Manager’s Office implements the policies and direction established by the Bay County Board of County Commissioners.

enduring goals

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GOAL 3

Maintain a family friendly community where citizens and visitors can find and afford the values, services, and lifestyles they seek.

GOAL 4

Maintain effective stewardship of Bay County's significant natural resources.

GOAL 5

Build and maintain a healthy business climate.

department info

The Bay County Budget Office creates, modifies, and monitors the annual budget for the Board of County Commissioners, working closely with county departments to develop the expenditure budget for the board. The office also develops financial projections for the county's revenues and serves as a hub for financial data for the various departments under the board, assisting the departments with any financial matters.

ACTIONS & TASKS

BO ACTION 2.1: Develop accurate and effective budgeting methods for the county.

- > **BO TASK 2.1.1:** Develop a budget review schedule to keep county departmental staff accountable to the original annual budget it receives. Conduct a review every six months to compare actuals to budget. (Q1, FY23)
- > **BO TASK 2.1.2:** Develop a method to evaluate how accurate are department budget projections. This would include development and usage of indicators to evaluate spending (examples utilities, fuel usage, etc). (Q2, FY22)
- > **BO TASK 2.1.3:** Develop a comprehensive conservative reserve policy. (Q4, FY22)
- > **BO TASK 2.1.4:** Develop a formal and comprehensive debt policy. (Q4, FY22)
- > **BO TASK 2.1.5:** Develop a comprehensive capital equipment replacement plan. (Q3, FY22)
- > **BO TASK 2.1.5:** Develop financial forecasting methods for county revenues and metrics to measure how well the methods are accurate. (Q2, FY22)

BO ACTION 2.2: Develop understandable and usable financial documents and financial information for Bay County citizens and visitors.

- > **BO TASK 2.2.1:** Produce a budget document that will consistently be awarded the Government Finance Officers' Association Distinguished Budget Award. (Q1, FY23)
- > **BO TASK 2.2.2:** Develop cutting edge web presence on the county's website for all budget and financial documents. (Q3, FY22)

BO ACTION 2.3: Provide a centralized resource for citizens and visitors to research general financial information about Bay County.

- > **BO TASK 2.3.1:** Create an innovative database of taxing, financial, and economic indicators for citizens and visitors. (Q4, FY23)
- > **BO TASK 2.3.2:** Create dashboards for the county's website that provide a variety of revenue and expenditure data. (Q2, FY22)

BO ACTION 5.1: Provide an economic incentive atmosphere where the county can move quickly and effectively.

- > **BO TASK 5.1.1:** Establish an Economic Development Trust Fund with annual allotments of funds reserved to provide incentives for prospective companies to consider moving to Bay County. (Q4, FY22)
- > **BO TASK 5.1.2:** Cultivate relationships with municipalities where efforts overlap in providing incentives to businesses in Bay County. (Q4, FY22)



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ACTIONS & TASKS

CO ACTION 1.1: Create Emergency Management Communications Master Plan.

- > **CO Task 1.1.1:** Develop and implement, in conjunction with Emergency Services, an Emergency Management Communications Master Plan. (Q4, FY22)

CO ACTION 2.1: Continue to expand communication methods beyond traditional media.

- > **CO Task 2.1.1:** Expand social media reach by establishing and meeting milestones for various platforms, utilizing analytics to assess success. Provide quarterly reporting. (Q4, FY21)
- > **CO Task 2.1.2:** Create a quarterly County Manager's blog for publication on the county's website. (Q4, FY21-25)
- > **CO Task 2.1.3:** Reinstitute Citizen's Academy to provide ongoing, annual informational opportunities to the public. (Q1, FY22)

CO ACTION 2.2: Collect data from constituents to measure customer satisfaction.

- > **CO Task 2.2.1:** Create an online survey tool to measure customer satisfaction on a variety of topics. (FY21-25)

CO ACTION 2.3: Establish public records protocols.

- > **CO Task 2.3.1:** Create an archive of commissioner emails online. (Q1, FY22)

CO ACTION 2.4: Create division-specific communications documents.

- > **CO Task 2.4.1:** Publish an annual report, strategic plan, and budget document. (Q1, FY21-25)
- > **CO Task 2.4.2:** Meet with individual divisions to create specific communications plans and assess marketing budgets and opportunities. (FY21-25)

CO ACTION 2.5: Continue to cultivate positive relationships with local media.

- > **CO Task 2.5.1:** Offer regular tours/classes to local reporters to ensure a wide basis of knowledge about county operations. (FY21-25)
- > **CO Task 2.5.2:** Offer annual media training to county employees responsible for interacting with the media to bolster their skills. (FY21-25)

department info

The Bay County Communications Office produces a variety of publications, maintains media relations, and supervises other special projects that help strengthen the communication between the Board of County Commissioners and the community. The communications director leads in dissemination of information to the public, news media, and other governmental entities during disaster events.



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enduring goals

GOAL 1

Ensure a safe county.

GOAL 2

Deliver effectively the services that county residents need, want, and are willing to support.

GOAL 3

Maintain a family friendly community where citizens and visitors can find and afford the values, services, and lifestyles they seek.

GOAL 4

Maintain effective stewardship of Bay County's significant natural resources.

GOAL 5

Build and maintain a healthy business climate.



ACTIONS & TASKS

BS ACTION 1.1: Ensure a safe county by protecting people, property, and natural resources.

- > **BS TASK 1.1.1:** Maintain an Insurance Service Office (ISO) rating for Building Code Effectiveness Grading Schedule (BCEGS) of four or less. (Q1, FY22)
- > **BS Task 1.1.2:** Promote building code safety and compliance through education. (FY21-25)
- > **BS Task 1.1.3:** Maintain compliance with stormwater regulations for new and existing construction through best practices by supporting Stormwater Pollution Prevention Plan (SWPPP). (FY21-25)
- > **BS Task 1.1.4:** Maintain a relationship of mutual support with all neighboring jurisdictions through comprehensive communication and education. (FY21-25)

BS ACTION 2.1: Continue to provide responsive and efficient customer service to the public with a focus on support.

- > **BS TASK 2.1.1:** Encouraging continuous education, along with cross discipline training for inspectors and support staff with hands on experiences and peer mentors. (FY21-25)
- > **BS Task 2.1.2:** Complete an analysis of Builders Services fees and recommend changes as allowed by statute. (Q3, FY21)
- > **BS Task 2.1.3:** Maintain a positive relationship with homeowners and contractors by fostering clear communication and attentive service. (FY21-25)
- > **BS Task 2.1.4:** Continuing an educational outreach that benefits both homeowner and contractor by providing handouts with helpful instructions and directions for services. (FY21-25)
- > **BS Task 2.1.5:** Work with the Community Development Department to implement new division permitting and management software. (Q4, FY21)

department info

Builders Services is staffed by certified building officials, certified plans examiners, a certified floodplain manager, certified building inspectors, International Code Council-certified permit technicians, and a staff dedicated to providing quality plan reviews and issuance of building permits. The division's mission is to administer and enforce building and licensing-related laws, along with local codes and regulations intended to protect the health, safety, and welfare of the public.



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department info

Bay County Code Enforcement is responsible for enforcing provisions of the Bay County Nuisance Ordinance and Land Development Regulations. The division works to identify and reduce unsafe and unfit structures that threaten public safety, work with property owners to voluntarily comply with county code, investigate code violation cases, and present cases to the Code Enforcement Board and Special Magistrate.

ACTIONS & TASKS

CE ACTION 1.1: Ensure a safe county by protecting people and property.

- > **CE TASK 1.1.1:** Continue to manage metrics for inventory of code violations, including unsafe/unfit structures and land development violations. (FY21-25)
- > **CE Task 1.1.2:** Continue to manage a monthly, quarterly, and annual report of all Code Enforcement metrics including unsafe structures by commission district. (FY21-25)
- > **CE Task 1.1.3:** Continue to manage metrics for inventory and tracking progress of Hurricane Michael-damaged properties. (FY21-22)
- > **CE Task 1.1.4:** Continue to manage metrics for inventory and tracking progress of Temporary Housing Permits issued for Hurricane Michael-damaged properties. (FY21-22)

CE ACTION 2.1: Continue to provide responsive, efficient, customer-centric service to the public.

- > **CE TASK 2.1.1:** Continue to assist the public in obtaining waivers or reduced Code Enforcement fines to encourage redevelopment of old, abandoned, vacant, or unsafe/unfit structures. (FY21-25)
- > **CE Task 2.1.2:** Continue to assist Hurricane Michael victims with the FEMA Private Property Debris Removal program (PPDR) for unsafe/unfit structures and debris and facilitate successful closeout of the project. (Q4, FY21)
- > **CE Task 2.1.3:** Educate and provide information on private, philanthropic, and public programs that can assist with repairs and/or rebuilding of homes to encourage redevelopment and reduce temporary housing. (FY21-23)
- > **CE Task 2.1.4:** Implement new Division Code Enforcement permitting and management software. (Q4, FY21)



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enduring goals

GOAL 1

Ensure a safe county.

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department info

Planning and Zoning reviews all developments within unincorporated Bay County (excluding single family homes) for consistency with the Bay County Land Development Regulations. The mission of the division is to foment orderly and efficient growth that promotes economic development and enhances the environment, aesthetics, and quality of life in Bay County. The division also manages requests for sign permits, conditional use permits, variances, and land use and zoning changes.

ACTIONS & TASKS

PZ ACTION 1.1: Implement the Comprehensive Plan and Land Development Regulations as adopted to minimize land use conflicts and unsafe incompatible development conditions.

- > **PZ TASK 1.1.1:** Maintain and update the disaster plan as needed. (FY21-25)

PZ ACTION 2.1: Continue to provide responsive, efficient, customer-centric service to the public.

- > **PZ TASK 2.1.1:** Provide customer service training classes for Planning and Zoning staff quarterly. (FY21-25)
- > **PZ Task 2.1.2:** Cross-train Planning and Zoning staff in multiple tasks to provide better continuity and customer service to citizens. (FY21-25)
- > **PZ Task 2.1.3:** Implement updates to application submission and review process with other Community Development divisions through new online plan review system. (Q4, FY21)

PZ ACTION 3.1: Promote the value and attraction of Bay County.

- > **PZ TASK 3.1.1:** Utilize the Joint Land Use Study (JLUS)/Compatible Use Plan (CUP) process to coordinate proposed new developments with Naval Support Activity-Panama City and Tyndall Air Force Base to support compatible growth that sustains military mission capability. (FY21-25)
- > **PZ TASK 3.1.2:** Continue to allow Planned Unit Developments that encourage developers to exercise greater ingenuity and imagination in the planning and redevelopment of land. (FY21-25)
- > **PZ TASK 3.1.3:** Continue to work with the Bay County Long Term Disaster Recovery Plan to help rebuild area housing, infrastructure, and capacities. (FY21-25)

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PZ ACTION 3.2: Maintain and update the County Comprehensive Plan and Land Development Regulations.

- **PZ TASK 3.2.1:** Update and continue to maintain the transportation concurrency system for the roadway network. (FY21-25)
- **PZ TASK 3.2.2:** Create a process to track common questions or complaints on unclear sections of the regulations and update the regulations when appropriate. (Q4, FY21)
- **PZ TASK 3.2.3:** Update comprehensive plan and zoning applications for ease of use by applicants and review by county staff. (Q4, FY21)
- **PZ TASK 3.2.4:** Review and update the Comprehensive Plan and Land Development Regulations to focus on removing outdated and inconsistent language. (FY21-22)
- **PZ TASK 3.2.5:** Address Florida Statute regarding private property element language and update the Comprehensive Plan. (Q4, FY21)

PZ ACTION 4.1: Develop a Coastal Management Plan.

- **PZ Task 4.1.1:** Maintain and update the Coastal Management Element in the Comprehensive Plan. (FY21-25)
- **PZ Task 4.1.2:** Preserve coastal resources (i.e. coastal wetlands, living marine resources, coastal barriers, wildlife habitat) and enforce regulations that ensure protection of these resources. (FY21-25)
- **PZ Task 4.1.3:** Maintain tree-preservation, tree-planting, and land-clearing guidelines. (FY21-25)

PZ ACTION 5.1: Provide timely and efficient customer service and responses to inquiries and development review requests. (FY21-25)

- **PZ Task 5.1.1:** Update and organize the Planning and Zoning website for ease of use by the general public and development community. (Q4, FY21)

emergency management / communications

enduring goals

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EMERGENCY MANAGEMENT

ACTIONS & TASKS

EM ACTION 1.1: Ensure a safe county by improving interagency coordination and community resiliency using principles of emergency management.

- > **EM Task 1.1.1:** Implement and comply with Emergency Management Performance Assistance Grant (EMPA). (FY21-25)
- > **EM Task 1.1.2:** Implement and comply with Emergency Management Performance Grant (EMPG). (FY21-25)
- > **EM Task 1.1.3:** Update Comprehensive Emergency Management Plan (CEMP). (FY21-25)
- > **EM Task 1.1.4:** Update Continuity of Operations Plan (COOP). (FY21-25)
- > **EM Task 1.1.5:** Implement hazard-mitigation grants following declared disasters consistent with Local Mitigation Strategy (LMS). (FY21-25)
- > **EM Task 1.1.6:** Update Local Mitigation Strategy (LMS). (FY21-25)
- > **EM Task 1.1.7:** Implement Hazardous Materials Sustainment Grant. (FY21-25)
- > **EM Task 1.1.8:** Achieve Emergency Management Accreditation (EMAP) through Florida Department of Emergency Management. (Q4, FY22)

COMMUNICATIONS

ACTIONS & TASKS

CC ACTION 1.1: Ensure a safe county by upgrading the Bay County public safety 800MH communications system.

- > **CC Task 1.1.1:** Implement/improve mutual aid and automatic aid agreements with municipal, state, and federal emergency service agencies to afford better communications and cooperation. (FY21)

CC ACTION 2.1: Ensure a safe county by upgrading the Bay County public safety 800MH communications system.

- > **CC Task 2.1.1:** Create inventory of county-owned sites for future tower placement. (Q2, FY22)
- > **CC Task 2.1.2:** Coordinate with all mobile providers possible shared-use agreements to minimize costs of future infrastructure. (Q2, FY22)
- > **CC Task 2.1.3:** Develop and execute interlocal agreements with all users to establish cost sharing of system upgrade. (Q1, FY22)
- > **CC Task 2.1.4:** Implement annual review and updates of all Emergency Services agreements with partner agencies. (FY21-25)

department info

Bay County Emergency Management is responsible for coordinating the emergency preparedness and homeland security efforts of the county and providing assistance to local jurisdictions and county agencies before, during, and after disaster strikes. EM works closely with county, local, and state law enforcement and cooperatively with neighboring jurisdictions to enhance homeland security and better prepare for and respond to emergency incidents. The department manages the Emergency Operations Center, which facilitates planning and aid in the aftermath of a disaster.



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emergency medical services / fire rescue



EMERGENCY MEDICAL SERVICES

ACTIONS & TASKS

EMS ACTION 1.1: Ensure a safe county by developing a schedule for ambulance replacement/re-chassis and EMS equipment replacement.

- **EMS Task 1.1.1:** Project end-of-life for each unit based on mileage. (FY21-25)
- **EMS Task 1.1.2:** Order new units or re-chassis according to replacement schedule. (FY21-25)
- **EMS Task 1.1.3:** Develop schedule for EMS equipment replacement. (FY21-25)
- **EMS Task 1.1.4:** Implement program to replace equipment in accordance with developed schedule. (FY21-25)

FIRE RESCUE

ACTIONS & TASKS

FR ACTION 1.1: Ensure a safe county by sustaining an Insurance Services Office (ISO) fire rating of five or better in the Bay County Fire jurisdiction.

- **FR Task 1.1.1:** Develop prioritized list of key ISO components and an implementation timeline based on next anticipated review. (FY21-25)
- **FR Task 1.1.2:** Accomplish one apparatus response to working fires each year from unstaffed stations to avoid regression of five-mile driving area(s). (FY21-25)
- **FR Task 1.1.3:** Identify stations at risk of regression and quantify number of residences, businesses, and other structures at risk. (FY21-25)
- **FR Task 1.1.4:** Implement Geographic Information Systems (GIS) product illustrating most effective station distribution based on existing structures and future growth patterns. (FY21-25)
- **FR Task 1.1.5:** Review all existing standard operating guidelines to insure maximum benefit to rating. (FY21-25)

CONTACT US:

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department info

EMERGENCY MEDICAL SERVICES

Bay County Emergency Medical Services Division (EMS) answers all 9-1-1 emergency calls throughout Bay County. Bay County EMS is the sole 9-1-1 Mobile Intensive Care transport service for Bay County. Working daily with municipal and county first responder fire department and law enforcement partners, Bay County EMS answers almost 30,000 calls for service each year. EMS provides emergency care, treatment, and transport for incidents such as heart attacks, strokes, illness, traumatic injuries, vehicle accidents, water rescues, industrial incidents, and rescues and structure fires.

FIRE RESCUE

Bay County Fire Rescue (BCFR) serves the rural and suburban unincorporated areas of Bay County, responding to structure and wildland fires as well as first-responder calls assisting Bay County Emergency Medical Services. BCFR responds to mutual aid and automatic aid calls with municipal fire departments. The Bay County Hazardous Materials Team operated by Fire Rescue responds throughout the region to assist fire departments and law enforcement agencies with hazardous materials issues.



enduring goals

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GOAL 5

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ACTIONS & TASKS

AC ACTION 1.1: Continue to provide responsive, efficient, customer-centric services.

- > **AC Task 2.1.1:** Develop programs that reduce and/or waive the cost of animal adoptions. (FY21-25)
- > **AC Task 2.1.2:** Provide countywide, off-site adoption events and educational programs. (FY21-25)

AC ACTION 2.2: Ensure communication and mutual understanding with municipalities that have joint agreements for Animal Control services.

- > **AC Task 2.2.1:** Communicate with stakeholders to facilitate information sharing and understanding. (FY21-25)
- > **AC Task 2.2.2:** Review and update joint agreements with municipalities annually to ensure mutual services. (FY21-25)

department info

Bay County Animal Control (BCAC) works to ensure public health and safety and enforces Florida law and Bay County ordinances related to animal issues. Animal Control provides services to all of the municipalities in Bay County, with the exception of the Lynn Haven, through interlocal agreements. BCAC seeks to protect the interest of animals, owners, and non-owners and is responsible for the operations of Bay County's only open-admission animal shelter. BCAC provides daily care for animals at the shelter while working to reunite them with their owners or find them a new home.

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department info

The Bay County Parks and Recreation Division maintains all recreational facilities in the unincorporated county. Staff provides upkeep for dozens of recreational parks, boat ramps, beach easements, the M.B. Miller Pier and the Bay County Shooting Range. The Parks Division plans for the future recreational needs of Bay County citizens by modifying or expanding programs and facilities to address the changing demographics of the county's population.

ACTIONS & TASKS

PR ACTION 3.1: Implement a Parks and Recreation Master Plan.

- **PR Task 3.1.1:** Work with the Parks Advisory Board and County Commissioners to adopt and implement a Parks and Recreation Master Plan that incorporates the needs and desires of Bay County citizens. (Q3, FY22)

PR ACTION 3.2: Promote the value and attraction of Bay County.

- **PR Task 3.2.1:** Provide a full range of Parks and Recreation services through media sources, brochures, pamphlets, etc. to promote Bay County. (FY21-25)

PR ACTION 3.3: Provide diverse recreational, educational, and cultural opportunities that enrich the lives of our citizens and visitors.

- **PR Task 3.3.1:** Develop annual work plan to maintain Parks and Recreation facilities to promote community interaction and healthy lifestyles. (Q4, of FY21-25)
- **PR Task 3.3.2:** Work to create a central source of information to identify all county-wide (municipal, state, and federal) parks and recreational resources. (FY21-25)

PR ACTION 4.1: Educate citizens regarding natural resources in Bay County.

- **PR Task 4.1.1:** Continually update the information map on recreational uses of the public waterways and natural resources at county recreational facilities. (Q1, FY21-25)
- **PR Task 4.1.2:** Review, update and ensure maintenance standards for all county beach and bay access points protect the natural resources. (Q1, FY21-25)



CONTACT US:

(850) 248-8730 | parks@baycountyfl.gov
www.baycountyfl.gov

facilities management

enduring goals

GOAL 1

Ensure a safe county.

GOAL 2

Deliver effectively the services that county residents need, want, and are willing to support.

GOAL 3

Maintain a family friendly community where citizens and visitors can find and afford the values, services, and lifestyles they seek.

GOAL 4

Maintain effective stewardship of Bay County's significant natural resources.

GOAL 5

Build and maintain a healthy business climate.



ACTIONS & TASKS

FM ACTION 2.1: Provide effective and efficient maintenance and operations of county facilities.

- > **FM Task 2.1.1:** Manage workload and implement reporting mechanisms to ensure that high priority maintenance work requests are completed in fewer than seven days. (FY21-25)
- > **FM Task 2.1.2:** Manage workload and implement reporting mechanisms to ensure that planned maintenance activities are completed on schedule and within approved budget. (FY21-25)

FM ACTION 2.2: Provide for the effective and efficient management of budgeted project work.

- > **FM Task 2.2.1:** Manage workload and implement reporting mechanisms to ensure that planned projects are completed on schedule and within approved budget. (FY21-25)

FM ACTION 2.3: Provide efficient management of energy usage by Bay County facilities.

- > **FM Task 2.3.1:** Continue to monitor and report energy use by Bay County facilities. (FY21-25)

department info

Bay County Facilities Management provides maintenance and support to the buildings and departments under the purview of the Bay County Board of County Commissioners, including custodial services, mail distribution, grounds maintenance, and the management of large building improvements capital improvement projects. Facilities services 110 buildings/structures and 1.2 million square feet of buildings, including routine and preventative building maintenance, custodial services, project management, and grounds maintenance.



department info

The Bay County Solid Waste Division provides solid waste disposal and household hazardous waste disposal for all of the citizens of Bay County. The division is comprised of the Bay County Waste-to-Energy facility, the Steelfield Road Landfill, Recycling, Household Hazardous Waste, and the Small-Quantity Generator programs. The division is also responsible for the long-term care and environmental monitoring of Majette Park, a closed landfill.

ACTIONS & TASKS

SW ACTION 1.1: Ensure the provision of safe, sufficient, reliable solid waste disposal.

- > **SW Task 1.1.1:** Construct a 39-acre disposal cell capable of holding 8M CY of Class I waste. (Q2, FY22)
- > **SW Task 1.1.2:** Construct a digital commercial drive-thru lane to expedite commercial activities. (Q2, FY22)

SW ACTION 2.1: Continue to provide responsive, efficient, customer-centric services.

- > **SW Task 2.1.1:** Continue to review recycling opportunities available to Bay County citizens by evaluating opportunities and new technologies. (FY21-25)

SW ACTION 3.1: Keep solid waste disposal affordable.

- > **SW Task 3.1.1:** Ensure a competitive tipping fee by continually looking for ways to reduce expenditures and seek opportunities to provide a better service at a lower overall cost. . (FY21-25)
- > **SW Task 3.1.2:** Complete a study to find affordable ways to dispose of leachate. (Q3, FY22)

SW ACTION 4.1: Protect property from illegal dumping.

- > **SW Task 4.1.1:** Develop a public information program to educate Bay County citizens on all the hazardous waste items and appropriate places to take and dispose of them properly. (Q4, FY22)

SW ACTION 4.2: Develop and implement a Sustainability Plan.

- > **SW Task 4.2.1:** Encourage cities to implement recycling opportunities for their citizens. (FY21-25)
- > **SW Task 4.2.2:** Ensure landfill property is sufficient for expansion and provides adequate buffer. (FY21-25)



CONTACT US:

(850) 236-2212 | solidwaste@baycountyfl.gov
www.baycountyfl.gov

enduring goals

GOAL 1

Ensure a safe county.

GOAL 2

Deliver effectively the services that county residents need, want, and are willing to support.

GOAL 3

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GOAL 4

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GOAL 5

Build and maintain a healthy business climate.



department info

UF/IFAS Extension Bay County provides educational information to Bay County citizens through the combined efforts of state and county faculty, staff, volunteers, advisory committees, and local partners. Extension applies research and university expertise to solve problems that relate to 4-H Youth Development, Horticulture, Marine/Coastal issues, and Family and Consumer Sciences.

ACTIONS & TASKS

CE ACTION 2.1: Develop and implement an IFAS Master Plan.

- > **CE Task 2.1.1:** Expand, strengthen, and maintain Extension volunteer pool. (FY21-25) [Refer to UF/IFAS Extension Bay County Plan, Personnel Objective 1]
- > **CE Task 2.1.2:** Expand and strengthen marketing of Extension programs. (FY21-25) [Refer to UF/IFAS Extension Bay County Plan, Marketing Objectives 1 and 2]
- > **CE Task 2.1.3:** Develop and distribute annual Extension report to stakeholders no later than the end of the first quarter of the fiscal year. (FY21-25)
- > **CE Task 2.1.4:** Develop an educational program utilizing social media and other available technology. (FY21-25)
- > **CE Task 2.1.5:** Expand and strengthen Extension programs through professional development and training for our staff, to meet the changing educational needs of our county residents and visitors. (FY21-25)

CONTACT US:

(850) 784-6105 | bay@ifas.ufl.edu
<http://bay.ifas.ufl.edu>



ACTIONS & TASKS

HR ACTION 2.1: Implement strategies and staffing plans to retain and attract a highly skilled, diverse, and innovative workforce.

- **HR Task 2.1.1:** Develop a Master Human Resources Staffing Plan. (Q4, FY21-25)
- **HR Task 2.1.2:** Revise and update all job descriptions. (Q4, FY23)
- **HR Task 2.1.3:** Integrate automated technologies to streamline human resource functions and processes. (FY21-25)

HR ACTION 2.2: Maintain a training academy to help deliver leadership and supervisory training for employees using classroom, webinar, and video conferencing training.

- **HR Task 2.2.1:** Provide a one-day Bay County orientation and 10 core classes quarterly to all new employees. (FY21-25)

HR ACTION 2.3: Support and expand the Wellness Initiative.

- **HR Task 2.3.1:** Provide two free blood pressure checks annually at various locations throughout the county. (FY 21-25)
- **HR Task 2.3.2:** Increase annual Health Fair participation by 2 percent. (FY21-25)
- **HR Task 2.3.3:** Provide onsite wellness coaching, group meetings, and workshops through Evolve with JT - Wellness Initiative focusing on permanent lifestyle changes for improvement of employee health. (FY21-25)

HR ACTION 2.4: Provide value-added services that meet county and community needs.

- **HR Task 2.4.1:** Provide an academy of training classes to better educate employees and give them the necessary tools to develop their skills, improve their performance, and enhance the services provided by the county. (FY21-25)
- **HR Task 2.4.2:** Provide onsite recruitment opportunities to local colleges, schools, and organizations within the Bay County community (FY21-25)
- **HR Task 2.4.3:** Cross train Human Resources staff in multiple areas of responsibility to better serve citizens. (FY21-25)

HR ACTION 2.5: Implement strategies that enhance education and community support.

- **HR Task 2.5.1:** Encourage and assist with charitable events each year such as blood drives, fundraisers, food pantries, and annual tree lightings. (FY21-25)
- **HR Task 2.5.2:** Annually review the County Personnel Policy to ensure it supports organizational goals and current Human Resources trends and labor law. (FY21-25)

department info

The Human Resources Department coordinates employment activities such as recruitment, application review, pre-employment background checks, disciplinary procedures, performance evaluation reviews, and new-hire orientation for all employees. Human Resources also provides benefit management to more than 600 employees and dependents and provides guidance, information, and assistance on personnel matters. The HR Department supports a workplace environment that provides the highest standard of quality service, reflects our diverse community, and values personal growth, fairness, and cooperation.



CONTACT US:

(850) 248-8201 | humanresources@baycountyfl.gov
www.baycountyfl.gov

enduring goals

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department info

The Bay County Public Library is the headquarters for the Northwest Regional Library System, serving approximately 200,000 residents of Bay, Gulf, and Liberty counties. The public library provides educational opportunities for all ages, including early literacy classes for babies and preschoolers, programs that inspire a love of reading and support the school curriculum, access to computers and emerging technologies, and educational and entertaining events that bring people together.

ACTIONS & TASKS

LS ACTION 2.1: Maintain eligibility for State Aid to Libraries Grant funding.

- > **LS Task 2.1.1:** Submit State Aid to Libraries Grant applications for Bay, Gulf, and Liberty Counties to Florida Division of Library and Information Services (FDLIS) by the Oct. 1 and Dec. 1 deadlines annually. (Q1, FY21-25)
- > **LS Task 2.1.2:** Develop a Five-Year Plan, which is approved by the Bay County Board of County Commissioners, and submit to FDLIS by Oct. 1, 2022. (Q1, FY22)
- > **LS Task 2.1.3:** Develop and submit an Annual Plan of Service, which is approved by the Bay County Board of County Commissioners, to FDLIS by Dec. 1 of each year. (Q1, FY21-25)
- > **LS Task 2.1.4:** Develop and submit the Annual Statistical Report of library activities to FDLIS by Dec. 1 of each year. (Q1, FY22-25)

LS ACTION 2.2: Continue offering responsive, efficient, customer-centric services to the public.

- > **LS Task 2.2.1:** Revise the staff procedure manual to promote consistent services in all library locations. (Q1, FY22)
- > **LS Task 2.2.2:** Provide continuing education training sessions for staff a minimum of once quarterly to ensure consistent, excellent customer service systems-wide. (FY21-25)
- > **LS Task 2.2.3:** Continue using grant funds to provide opportunities for staff to attend outside training sessions and conferences to enhance their skills and help them to stay abreast of professional best practices. (FY21-25)

LS ACTION 2.3: Expand library services into underserved areas and at-risk communities.

- > **LS Task 2.3.1:** Utilize the Mobile Library vehicle to provide library services in locations far from library facilities and in at-risk neighborhoods. (FY21-25)
- > **LS Task 2.3.2:** Continue supporting the Career Online High School program using grant-funded scholarships to help residents obtain a high school diploma. (FY21-25)

LS ACTION 3.1: Enhance quality of life for residents through entertaining and educational programs and services.

- > **LS Task 3.1.1:** Determine the library services needed and wanted by the public by developing and implementing a customer satisfaction survey. (Q2, FY22)
- > **LS Task 3.1.2:** Accomplish the programming objectives set forth in the Library Long Range Plan. (FY21-25)

LS ACTION 5.1: Offer workforce-readiness skills training at the public library in order to increase the pool of qualified candidates for local businesses.

- > **LS Task 5.1.1:** Offer a minimum of two group technology training sessions each month, and continue one-on-one instruction at the Bay County Public Library to prepare citizens to be productive, tech-savvy members of the local workforce. (FY21-25)

LS ACTION 5.2: Support the local business community through the availability of current research resources and instruction provided by highly trained staff.

- > **LS Task 5.2.1:** Accomplish the training objectives set forth in the Library Long Range Plan. (FY21-25)
- > **LS Task 5.2.2:** Advertise business resources and services available through the library in a variety of ways: print, social media, online, and in-person presentations.

CONTACT US:

(850) 522-2100 | referencedesk@nwrls.com
www.nwrls.com



ACTIONS & TASKS

VS ACTION 2.1: Serve the veterans and their families of Bay County by accomplishing 90 percent of first interviews within two weeks of their request for service.

- > **VS Task 2.1.1:** File claims for any and all benefits afforded veterans and their families with an average of 85-percent accuracy on all application forms. (FY21-25)

VS ACTION 2.2: Ensure proper training and accreditation of counselors with Veterans Affairs (VA) and the Florida Department of Veterans Affairs (FDVA).

- > **VS Task 2.2.1:** Provide VA and FDVA training and accreditation for new hires. (FY 21-25)
- > **VS Task 2.2.2:** Maintain FDVA and federal Veterans Affairs employee accreditation and continuing education. (Q2, Q4 FY21-25)

VS ACTION 2.3: Improve community access concerning benefits available through the Bay County Veterans Services Office. (FY21-25)

- > **VS Task 2.3.1:** Develop a biannual veterans benefit event. (Q1, Q3, FY21-25)
- > **VS Task 2.3.2:** Supply two counselors to assist the population of homeless veterans in Bay County at the Homeless Veterans' Stand Down each year in September. (Q4, FY 21-25)

VS ACTION 3.1: Coordinate the Memorial Day Observance and Veterans Day Parade and Ceremony.

- > **VS Task 3.1.1:** Contact all local, state, federal, and private organizations wishing to participate in the events. (Q1-Q3 FY21-25)



department info

Bay County Veterans Services aims to provide dedicated service to all qualified veterans and their dependents, ensuring they receive fair and just treatment in accordance with published laws and regulations governing the Department of Veterans Affairs. The division can assist veterans in obtaining information and assistance regarding service-connected disability, non-service connected pension, health care for themselves or dependents, death compensation and pension for dependents, burial benefits, home loans, education, and Veterans Affairs.

CONTACT US:

(850) 248-8280 | veteransservices@baycountyfl.gov
www.baycountyfl.gov

*enduring goals***GOAL 1**

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GOAL 2

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GOAL 3

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GOAL 4

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GOAL 5

Build and maintain a healthy business climate.

*department info***INFORMATION TECHNOLOGY**

The Information Technology Division (IT) provides reliable and stable infrastructure for telecommunications and data management, maintaining all computers, video security systems, access control, mobile devices, and other electronic-related systems. IT also assists with various websites and is responsible for network connectivity, software deployment, database creation and management, email services, and overall information security.

GEOGRAPHICAL INFORMATION SYSTEMS

Geographical Information Systems (GIS) staff maintains core GIS services such as base-layer maintenance, GIS application hosting, system administration, data management, imagery acquisition, and user training. Geospatial support services – including customer assistance, mapping spatial analysis, data integration, application development and project management – are provided to the public, county departments, municipalities, and other agencies.

INFORMATION TECHNOLOGY (IT)**ACTIONS & TASKS**

IT ACTION 2.1: Define, acquire, and implement the tools, services, and capabilities necessary for Bay County to become a digital county.

- > **IT Task 2.1.1:** Develop and maintain an IT Master Plan to include county computer replacement schedules. (Q2, FY22)
- > **IT Task 2.1.2:** Improve communications using enterprise email, social media, websites, and video-streaming applications. (FY21-25)
- > **IT Task 2.1.3:** Update the schedule of software updates to maintain a reliable computer network. (FY21-25)

IT ACTION 2.2: Showcase the county attributes and potential through the county's new website.

- > **IT Task 2.2.1:** Launch of the new website. (Q1, FY22)

GEOGRAPHIC INFORMATION SYSTEMS (GIS)**ACTIONS & TASKS**

GIS ACTION 1.1: Ensure a safe county by providing resources for citizens to learn about hazards.

- > **GIS Task 1.1.1:** Develop improved means of informing the public alongside Emergency Management by implementing interactive cloud-based solutions communicating emergency management, mitigation, and response information. (FY21-FY25)

GIS ACTION 2.1: Maintain a reliable and cost-effective enterprise Geographic Information System that supports the needs of Bay County and its citizens.

- > **GIS Task 2.1.1:** Conduct GIS assessments with each county department to determine that GIS is optimally integrated and utilized. (FY21-FY25)
- > **GIS Task 2.1.2:** Perform an annual review of GIS hardware/software infrastructure to ensure resources are adequate to sustain services. (FY21-FY25)

GIS ACTION 2.2: Create intuitive, highly accessible GIS applications to communicate information in an understandable form to both internal and external users.

GIS ACTION 2.3: Expand use of cloud-based mapping technologies.

- > **GIS Task 2.3.1:** Expand the use of customizable, cost-effective, cloud-based solutions such as ArcGIS Online to both internal and external users. (FY21-FY25)

GIS ACTION 2.4: Implement a GIS-linked, cloud-based asset management system with shared access, protection, and security with field accessibility to GIS data.

- > **GIS Task 2.4.1:** Expand and ensure open public access to county GIS data. (FY21-FY25)
- > **GIS Task 2.4.2:** Update embedded and standalone interactive maps to latest available technology. (FY22-FY25)

GIS ACTION 2.5: Ensure that GIS applications and data are logically accessible to the public.

GIS ACTION 3.1: Use GIS to educate citizens and visitors about available resources.

GIS ACTION 3.2: Educate the public on the benefits of GIS.

- > **GIS Task 3.2.1:** Host an annual GIS Day. (FY22-25)

CONTACT US:

(850) 248-8004 | it@baycountyfl.gov | gis@baycountyfl.gov
www.baycountyfl.gov



department info

The Bay County Purchasing Department coordinates the county's central procurement system, promoting efficiency, economy, and fair and open competition to reduce the appearance and opportunity for favoritism or impropriety. Purchasing strives to inspire public confidence that purchase orders and contracts are awarded equitably and economically. The foremost objective of the department is to abide by, uphold, and adhere to the county's Procurement Code and Procurement Manual to guard against the misuse or misinterpretation of rules and regulations.

ACTIONS & TASKS

PU ACTION 2.1: Implement process improvement projects to reduce processing time and costs.

- **PU Task 2.1.1:** Utilize online auction services and on-site sales annually to dispose of obsolete equipment in order to maximize the county's return on investment. (FY21-25)

PU ACTION 2.2: Use electronic purchase orders to increase efficiency and reduce costs

- **PU Task 2.2.1:** Work with the Finance Office to implement program. (FY21-25)

PU ACTION 2.3: Provide value-added services to county staff through procurement customer service and support.

- **PU Task 2.3.1:** Process 95 percent of purchase requests within 24 hours. (FY21-25)
- **PU Task 2.3.2:** Develop 95 percent of solicitations within one week of initial request. (FY21-25)
- **PU Task 2.3.3:** Use E-procurement software to increase efficiency and reduce costs (Q2, FY22)
- **PU Task 2.3.4:** Provide a minimum of two training classes annually to county staff on purchasing procedures. (FY21-25)

PU ACTION 2.4: Provide value-added services to the public, vendors, and county staff by implementing a contract management system to increase efficiency and reduce costs (Q2, FY22)

PU ACTION 5.1: Promote the local economy by being responsive to vendor needs.

- **PU Task 5.1.1:** Respond to 95 percent of vendor requests within 24 hours. (FY21-25)
- **PU Task 5.1.2:** Hold an annual open house, inviting vendors to learn about how Bay County conducts business and to educate vendors on any policy or procedural changes. (FY21-25)
- **PU Task 5.1.3:** Represent Bay County annually in reverse trade shows sponsored by chapters of the National Institute of Governmental Purchasing and other reputable organizations in the Panhandle area. (FY21-25)



CONTACT US:

(850) 248-8270 | purchasing@baycountyfl.gov
www.baycountyfl.gov

enduring goals

GOAL 1

Ensure a safe county.

GOAL 2

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GOAL 3

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GOAL 5

Build and maintain a healthy business climate.

department info

The Engineering Division is responsible for providing program management, design, permitting, inspection, and construction management services necessary to implement Public Works transportation and stormwater programs. The division strives to provide the citizens of Bay County quality and best-value engineering services in support of construction, maintenance, and repair of Bay County's roadway and stormwater management systems and capital improvement projects.



ACTIONS & TASKS

ENG ACTION 1.1: Ensure the provision of safe, sufficient, and reliable stormwater systems.

- > **ENG Task 1.1.4:** Develop spreadsheets to track all operations, customer contact, and maintenance for permit and site plan approvals under the State National Pollutant Discharge Elimination System Stormwater Permit. (FY21-25)

ENG ACTION 1.2: Promote efficient transportation systems with safe streets and multi-modal transportation alternatives.

- > **ENG Task 1.2.1:** Ensure streets, sidewalks, and public transportation provides an accessible means of travel for the disabled and the community as a whole. (FY21-25)
- > **ENG Task 1.2.2:** Update and maintain a transportation infrastructure inventory: update pavement condition information, prioritize maintenance, identify costs, and create a maintenance schedule. (FY21-25)
- > **ENG Task 1.2.3:** Develop a system of connected bicycle / pedestrian facilities within the urban area. Ensure facilities connect to anchor destinations. (FY21-25)

ENG ACTION 2.1: Update the Bay County Transportation Master Plan.

- > **ENG Task 2.1.1:** Apply for grant funding opportunities to replace all 1 lane timber bridges in Bay County. (FY21-25)
- > **ENG Task 2.1.4:** Partner with state and local municipalities to pursue funding to increase capacity of roadways with failing level of service. (FY21-25)

ENG ACTION 4.1: Develop community-oriented stormwater improvement projects that create a more sustainable and attractive community while improving and protecting our watershed.

- > **ENG Task 4.1.2:** Continue to look for opportunities to participate with adjacent cities and other agencies to fund joint projects identified in the stormwater management plan. (FY21-22)

ENG ACTION 4.2: Develop a Coastal Management Plan.

ENG ACTION 4.3: Maintain and implement the Stormwater Management Plan to include National Pollutant Discharge Elimination System and Total Maximum Daily Load criteria.

- > **ENG Task 4.3.1:** Submit a Restore Act Grant Application for the funding of the Stormwater Management Plan Update. (FY21-25)

CONTACT US:

(850) 248-8301 | engineering@baycountyfl.gov
www.baycountyfl.gov

capital projects (vertical construction) / mosquito control



CAPITAL PROJECTS (VERTICAL CONSTRUCTION)

ACTIONS & TASKS

VC ACTION 2.1: Provide Construction Management Services for Bay County Departments and Staff on vertical projects that are \$250,000 and greater.

- **VC Task 2.1.1:** Develop proper bid documents with Bay County Purchasing. (FY21-25)
- **VC Task 2.1.2:** Inspect Bay County vertical construction projects regularly during project construction. (FY21-25)
- **VC Task 2.1.3:** Ensure Bay County vertical construction projects are being built to the highest quality, under budget, and on schedule. (FY21-25)
- **VC Task 2.1.4:** Work safely on all projects. (FY21-25)

MOSQUITO CONTROL

ACTIONS & TASKS

MC ACTION 1.1: Ensure public health and safety within the county against mosquito borne diseases.

- **MC Task 1.1.1:** Utilize historical mosquito trap data to research and implement proactive measures to reduce numbers. (FY21-25)
- **MC Task 1.1.2:** Conduct lab testing to monitor endemic mosquito-borne viruses such as West Nile virus (WNV), Eastern equine encephalitis virus (EEEV), and St. Louis encephalitis virus (SLEV). (FY21-25)
- **MC Task 1.1.3:** Implement innovative techniques to treat abandoned and inaccessible properties affected by Hurricane Michael. (FY21-25)

CONTACT US:

(850) 248-8720 | mosquito@baycountyfl.gov
www.baycountyfl.gov

department info

MOSQUITO CONTROL

The Mosquito Control Division is staffed by professional technicians certified in public health pest control and licensed through the Florida Department of Agriculture to provide professional mosquito control services that protect the health, safety, and welfare of the citizens of Bay County.



roads and bridges / traffic engineering

enduring goals

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department info

ROADS AND BRIDGES

Bay County Roads and Bridges is responsible for the maintenance and repair work necessary to sustain the county transportation and stormwater infrastructure at an acceptable level of service. When possible, the division makes system improvements to enhance capacity, improve service, and protect the environment.

TRAFFIC ENGINEERING

The Traffic Engineering Division is responsible for the design and maintenance of all traffic signs, striping, and signals in unincorporated Bay County. The division additionally maintains the traffic signals for every city in Bay County as well as provides engineering services for signal timing for traffic signals countywide.

ROADS AND BRIDGES

ACTIONS & TASKS

RB ACTION 2.1: Continue to provide responsive, efficient, customer-centric service to citizens.

- > **RB Task 2.1.1:** Use Computer Maintenance Management Software (CMMS) to streamline workload management. (FY21-25)
- > **RB Task 2.1.2:** Establish short- and long-term equipment replacement schedules and work with the Budget Office to ensure funding is available. (FY21-25)

TRAFFIC ENGINEERING

ACTIONS & TASKS

TE ACTION 1.1: Promote efficient transportation systems throughout Bay County furthering safe streets and multimodal transportation alternatives. (FY 21-25)

- > **TE Task 1.1.1:** Continue enhancements to the intelligent transportation system (ITS), and areawide traffic signal system, with the goal of enhancing safety, reducing congestion, and improving overall traffic flow. (FY 21-25)
- > **TE Task 1.1.2:** Pioneer "hybrid" coordinated control strategy utilizing best attributes of both adaptive and conventional traffic signal control systems on various high-volume roadways around the county to include State Road 77, U.S. 98, and U.S. 231. (FY 21-25)
- > **TE Task 1.1.3:** Redirect and refocus maintenance program to emphasize improved uptime of vehicle detection systems, including incremental deployment/replacement of appropriate detection system type (i.e.: video versus loop technology) according to each particular application. (FY 21-25)

TE ACTION 2.1: Establish, fine-tune, and document processes within the Traffic Engineering Division to promote excellence in the expedient delivery of quality projects, tasks, and services. (FY 21-25)

- > **TE Task 2.1.1:** Implement sign reflectivity program with direct interface to Cartegraph System. (FY 21-25)
- > **TE Task 2.1.2:** Identify high crash rate sites and develop safety projects to abate the hazardous situations. (FY 21-25)
- > **TE Task 2.1.3:** Update and maintain procedures to efficiently mitigate operational, life-safety, and property hazards in the Bay County roadway system within 24 hours of notification. (FY 21-25)
- > **TE Task 2.1.4:** Develop new and more efficient methods of transferring traffic data and video feeds to Bay County Emergency Operations Center staff. (FY 21-25)
- > **TE Task 2.1.5:** Provide annual malfunction management unit (MMU) testing and certification to assure the safe operation of all traffic signals. (FY 21-25)

TE ACTION 2.2: Provide responsive, efficient, customer service to citizens by recurring evaluation and improvement to services and procedures. (FY 21-25)

- > **TE Task 2.2.1:** Continually update and maintain Traffic Management Center (TMC) procedures and protocol, and continue to utilize existing and emerging Intelligent Transportation System (ITS) technologies in innovative ways (FY 21-25)
- > **TE Task 2.2.2:** Update and maintain the Information Technology Fiber Optic Utility Master Plan. (FY 21-25)

CONTACT US:

(850) 248-8740 | engineering@baycountyfl.gov
www.bayhalfcent.com



department info

The Risk Management Division identifies and analyzes workplace safety and health, insurance, liability, property, and work-related injuries in order to protect the assets of the Bay County Commission, four of five constitutional offices, employees, and taxpayers. Risk Management handles claims for property, liability, automobile, and workers' compensation losses. The division addresses incidents/accidents, property, casualty, and health insurance negotiations and provides safety training and loss-prevention consulting to all county departments.

ACTIONS & TASKS

RM ACTION 1.1: Reduce the number of workplace incidents/accidents by 5 percent.

- **RM Task 1.1.1:** Institute supervisor training for each department on incident/accident reporting and safety in the workplace. (FY21-25)
- **RM Task 1.1.2:** Institute new program to link preventable incident/accidents to performance evaluations for supervisors/managers. (FY21-25)
- **RM Task 1.1.3:** Improve timeline for work comp reporting in order to reduce reporting delays, by requiring notification to Risk Management no later than end of shift on day of injury. (FY21-25)
- **RM Task 1.1.4:** Institute defensive driver training for employees involved in the second at-fault accident and all new employees. (FY21-25)

RM ACTION 2.1: Explore feasibility of transitioning the county's fully funded health benefit plan to a self-funded insurance benefit plan.

- **RM Task 2.1.1:** To accomplish the feasibility study, annually monitor utilization reports from Bay County Board of County Commissioners benefit providers and summarize data for presentation in an annual report with recommendations relating to the fully-funded vs. self-funded. (FY21-25)

RM ACTION 3.1: Expand Americans with Disabilities Act (ADA) Transition Plan to include grievance procedures and budgeting timeline.

- **RM Task 3.1.1:** Complete an updated inventory and assessment of ADA compliance in all facilities. (FY21-25)
- **RM Task 3.1.2:** Address outside complaints within two weeks of receipt. (FY21-25)



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enduring goals

GOAL 1

Ensure a safe county.

GOAL 2

Deliver effectively the services that county residents need, want, and are willing to support.

GOAL 3

Maintain a family friendly community where citizens and visitors can find and afford the values, services, and lifestyles they seek.

GOAL 4

Maintain effective stewardship of Bay County's significant natural resources.

GOAL 5

Build and maintain a healthy business climate.



department info

Bay County Utility Services aims to provide the community with reliable, economical, and high-quality water and wastewater services by employing highly trained people and using state-of-the-art equipment. The Water Division treats and distributes drinking water throughout Bay County and provides untreated raw water for local industry. The Wastewater Division provides wastewater treatment services to unincorporated Bay County, Callaway, Parker, Springfield, Mexico Beach, and Tyndall Air Force Base.

WASTEWATER

ACTIONS & TASKS

WW ACTION 1.1: Ensure the provision of safe, sufficient, and reliable wastewater collections and treatment systems.

- > **WW Task 1.1.1:** Implement the repair, hardening and capital improvement recommendations from the Post Hurricane Michael Assessment and Recovery Plan. (FY21-25)
- > **WW Task 1.1.2:** Develop and adopt a new Military Point AWT agreement with the four participating governments. (Q1, FY22)
- > **WW Task 1.1.3:** Implement a SCADA communication telemetry system for all wastewater lift stations. (FY21-25)

WW ACTION 2.1: Ensure capacity for available sewer for future growth within the county.

- > **WW Task 2.1.1:** Meet annually with cities to discuss individual utility service needs and projected growth. (FY21-25)
- > **WW Task 2.1.2:** Develop an accurate and interactive GIS-based model of the wastewater system to determine system capacity and limitations and project future growth impacts. (FY21-25)

WW ACTION 4.1: Develop and implement programs and projects that will reduce the impacts of wastewater into ground and surface water.

- > **WW Task 4.1.1:** Complete wastewater reuse line from North Bay WWTP to Gulf Power Lansing Smith power plant. (Q1, FY22)
- > **WW Task 4.1.2:** Capitalize on funding opportunities to expand the wastewater collection systems and remove septic tanks. (FY21-25)

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WATER DIVISION

ACTIONS & TASKS

WD ACTION 1.1: Ensure the provision of safe, sufficient, and reliable drinking water distribution and treatment systems.

- **WD Task 1.1.1:** Implement the repair, hardening and capital improvement recommendations from the Post Hurricane Michael Assessment and Recovery Plan. (FY21-25)
- **WD Task 1.1.2:** Install looping and redundant water distribution infrastructure at critical locations to minimize interruptions in service. (FY21-25)
- **WD Task 1.1.3:** Install backup generators and/or bypass pumps at all raw and treated pump and booster station pumps. (FY21-24)

WD ACTION 2.1: Ensure water capacity is available for future growth within the county.

- **WD Task 2.1.1:** Meet annually with cities to discuss individual utility service needs and projected growth. (FY21-25)
- **WD Task 2.1.2:** Develop an accurate and interactive GIS based model of the water system to determine system capacity and limitations and project future growth impacts. (FY21-25)

WD ACTION 4.1: Develop and implement programs and projects that will protect Deerpoint Reservoir, the county's drinking water source.

- **WD Task 4.1.1:** Maintain a cooperative agreement with Florida Fish and Wildlife Commission to manage the elevation of Deerpoint Reservoir for inclement weather and vegetation impacts. (FY 22-23)

enduring goals

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GOAL 4

Maintain effective stewardship of Bay County's significant natural resources.

GOAL 5

Build and maintain a healthy business climate.

department info

The Transit Division oversees Bay County's Public Transportation System. The Bay County Public Transit System operates two separate modes of transportation, Fixed Route and Demand Response.

The Fixed Route System, called Bay Town Trolley, utilizes large buses to operate on a predetermined route according to a predetermined schedule. Bay County's Fixed Route System meets the requirements set forth by the Americans with Disabilities Act (ADA) and all buses are accessible for passengers with disabilities. Fixed-route bus systems are the most common form of public transportation in the U.S.

The Demand Response System, called Bay Area Transportation, utilizes small or medium sized vehicles operating on flexible routes with flexible schedules that depend on passenger requests. Passengers can utilize a subscription service or make advanced reservations for transportation services. Bay County's Demand Response System allows passengers to use the transit service for a particular date and time.

ACTIONS & TASKS

TD ACTION 2.1: Identify ways to increase ridership, improve service efficiency and cost effectiveness.

- > **TD Task 2.1.1:** Perform a Comprehensive Operations Analysis (COA) of the overall public transit system. (Q1, FY21)

TD ACTION 2.2: Continue providing scheduled inter-urban and rural passenger transportation throughout the county.

- > **TD Task 2.2.1:** Maintain a contractual agreement with a nationally recognized transit operator for both the fixed route and demand response systems. (Q1, FY21)

TD ACTION 2.3: Maintain clean, aesthetically pleasing public transportation vehicles.

- > **TD Task 2.3.1:** Construct a bus wash facility. (Q3, FY21)

TD ACTION 2.4: Update existing transit facilities to maintain and improve current and future performance.

- > **TD Task 2.4.1:** Procure a construction firm to provide parking lot and stormwater improvements at existing transit facility. (Q3, FY21)

TD ACTION 3.1: Increase ridership, build community support, and guide service development efforts.

- > **TD Task 3.1.1:** Maintain a contractual agreement with a nationally recognized marketing firm for the Bay County Public Transit System. (Q1, FY21-25)

TD ACTION 3.2: Rebrand the system.

- > **TD Task 3.2.1:** Rebrand Bay County Public Transit System fixed route system. (Q2, FY21)
- > **TD Task 3.2.2:** Rebrand Bay County Public Transit System demand response system. (Q2, FY21)

TD ACTION 3.3: Upgrade fare collection systems to increase accuracy and performance.

- > **TD Task 3.3.1:** Procure new components to refurbish existing fareboxes so that they operate more efficiently and effectively. (Q1, FY21-25)

TD ACTION 3.4: Enhance ADA compliance.

- > **TD Task 3.4.1:** Procure new bus stops, benches, trash receptacles, and bike bollards to be installed throughout the county. (FY21-25)

TD ACTION 3.5: Upgrade existing bus fleet.

- > **TD Task 3.5.1:** Procure new fixed route buses. (FY21-25)
- > **TD Task 3.5.2:** Procure new demand response buses. (FY21-25)

TD ACTION 3.6: Continue providing riders with tools to navigate the public transportation system.

- > **TD Task 3.6.1:** Maintain contractual agreement with a nationally recognized Real-Time Transit application software developer. (FY21-25)
- > **TD Task 3.6.2:** Maintain contractual agreement with a nationally recognized Demand Response Scheduling software developer. (FY21-25)

CONTACT US:

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Bay Area Transportation | (850) 785-0808
Transit 8161 Administration | (850) 248-8161
www.baycountyfl.gov

BAY COUNTY COMMISSION

DEPARTMENT	PHONE NUMBER
ADMINISTRATION	248-8140
ADDRESSING	248-8374
ANIMAL CONTROL	767-3333
BUDGET OFFICE	248-8240
BUILDERS SERVICES	248-8350
CAFE	248-8196
CODE ENFORCEMENT	248-8290
COMMUNICATIONS	248-8170
CO-OP EXTENSION	784-6105
COUNTY ATTORNEY	248-8175
EMERGENCY SERVICES	784-4000
EMS	248-6040
ENGINEERING	248-8301
FACILITIES	248-8120
FIRE SERVICES	248-6040
GENERAL SERVICES	248-8732
GEOGRAPHIC INFORMATION SYSTEMS	248-8071
HUMAN RESOURCES	248-8201
INFORMATION TECHNOLOGY	248-8004
LIBRARY	522-2100
MEDICAL EXAMINER	747-5740
MOSQUITO CONTROL	248-8720
PARKS & RECREATION	248-8730
PLANNING	248-8250
PUBLIC WORKS	248-8302
PURCHASING	248-8270
RECORDS MANAGEMENT	248-8278
RISK MANAGEMENT	248-8230
ROADS	248-8810
SECURITY	248-8195
SOLID WASTE	236-2212
TRANSIT	248-8161
TRAFFIC ENGINEERING	248-8740
UTILITY SERVICES	248-5010
VETERANS SERVICES	248-8280

CONSTITUTIONAL

DEPARTMENT	PHONE NUMBER
CLERK OF CIRCUIT COURT	747-5100
CLERK FINANCE	747-5219
PROPERTY APPRAISER	248-8401
SHERIFF	747-4700
SUPERVISOR OF ELECTIONS	784-6100
TAX COLLECTOR	248-8501

MUNICIPAL

DEPARTMENT	PHONE NUMBER
CALLAWAY	871-6000
LYNN HAVEN	265-2121
MEXICO BEACH	648-5700
PANAMA CITY BEACH	233-5100
PANAMA CITY	872-3010
PARKER	871-4104
SPRINGFIELD	872-7570

OTHER

DEPARTMENT	PHONE NUMBER
TOURIST DEVELOPMENT COUNCIL	233-5070
FLORIDA STATE INFO CENTER	1-866- 693-6748
ONLINE	http://411.myflorida.com
ECONOMIC DEVELOPMENT ALLIANCE	215-9965

EMERGENCY NUMBERS

DEPARTMENT	PHONE NUMBER
FIRE / POLICE / AMBULANCE	9-1-1
BAY COUNTY DISPATCH	784-4000
ANIMAL CONTROL DISPATCH	248-6034
POISON INFORMATION	1-800-222-1222

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at the Bay County website: www.baycountyfl.gov



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